Impact of Human Resource Analytics Adoption on Organizational Performance

SHORT SYNOPSIS

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by

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DECLARATION BY THE SCHOLAR

I hereby declare that the short synopsis entitled **"Impact of Human Resource Analytics Adoption on Organizational Performance"** being submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy in the **Department of Business** under the **School of Business** of Manav Rachna University, Faridabad during the academic year 2025-2026.

It is the work that is expected to be carried out under the supervision of Prof. (Dr.) Animesh Singh.

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ABSTRACT

Human Resource Analytics (HRA) is very valuable tool for the organizations that wish to transition from traditional intuition-based HR practices to modern empirical based Human Resource spend management activities. Some authors maintain that the application of HRA makes HRM significantly or somewhat better enabling it for strategic work force deployment and utilization such that the organization's flexibility improves (and therefore its competitiveness) in a marketplace rested on human resources (Ramachandran et al., 2023). Yet, for all its growing significance and relevance to today's business environment, many enterprises continue to grapple with significant obstacles in harnessing this type of analytical endeavour. This readiness to change is frequently undermined by challenges that are common in any company, which include insufficient analytical readiness, a disappointing degree of social and technical integration for an enterprise as well as persistent concerns over quality data consumption (Malekinezhad et al. 2025).

The study contributes to Socio Technical Systems (STS) Theory that highlights the interrelatedness of the social and technical sub-systems in influencing organizational capabilities (Pasmore & Sherwood, 1978; Knox, 2024). This study develops and confirms a research model to investigate the adoption of HRA focusing on major factors, including organizational improvisation, workforce flexibility and leadership readiness for change, in addition to analytical capabilities for actionable insights. It further explains how perceived benefits impact evaluation perceptions in these sampled populations and forecasts future use, which mediates the influence of expected benefits on outcomes from a predictive analytics HRM approach.

The design of a mixed method approach was deliberately chosen to get a deeper insight into this captivating phenomenon. Participants The current study was designed to target human resource practitioners who were active at the time of survey administration from organisations leverage HR Analytics/Analytics HR for voluntary participation in a structured response online based survey on a Likert-scale. This particular methodology is consistent with prior research on adoption of analytics as undertaken by Ramachandran et al. in 2023, and it does give not just the meat of the analysis, but some context as well for the data in hand.

To bridge this gap, the main aim of this paper is to make a theoretical contribution by examining how STS could be practically utilized in HR analytics. Additionally, it is the intention that this text should offer practical guidance to professionals in this area. In particular, this study provides a structured agenda to organizations that are interested in improving the overall effectiveness of HRM practices to make stronger decisions and create an innovative culture through a high-quality analytic implementation (Knox 2024) and complementing the conclusion of Malekinezhad et al. in 2025.

Keywords: Human Resource Analytics Adoption, Socio-Technical Systems (STS), HRM Performance, Organizational Creativity, Data Quality, Perceived Benefits.

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Impact of Human Resource Analytics Adoption on Organizational Performance

INTRODUCTION

The recent business context is rapidly digitizing, the technology is changing quickly and demands seem to be becoming more competitive leaving no other option to businesses than aligning with data-driven and adaptable HR practices (Davenport et al 2010; Marler & Boudreau, 2017). HR practises of yesterday, that are purely based on a gut feeling and historic knowledge, no longer suffice to guarantee long-term competitive success. Such needs in organizations suggest that they need analytical HR systems which have ability to better decision making, talent management efficiency and build dynamic capabilities as well (Boudreau & Ramstad, 2007; Minbaeva, 2018). This development is driven by the need for HR professionals to move from practice-based on intuition to one based in evidence, with corresponding gains in efficiency, fewer errors and better fit between HR objectives and organisational ones (Davenport & Harris, 2007; Marler & Fisher, 2013).

The current business environment is characterised by growing digitalisation, fast technological change and increased competition which forces companies to embrace data-oriented and flexible human resource management approaches (Davenport et al., 2010; Marler & Boudreau, 2017). Gut feels and 'my last company did it this way' HR just doesn't cut it in the age of The Long Tail. Analytically, based HR systems mostly required by organizations to make decisions, manage talent effectively, develop dynamic capabilities (Boudreau & Ramstad, 2007; Minbaeva, 2018). The change is being driven by increasing necessity for HR practitioners to stop relying on intuition and instead depend on evidence-based practices. To increase effective decision making, decrease mistakes, and make better strategic contributions towards organizational goals (Davenport & Harris 2007).

The successful deployment of HRA's relates to the perceived benefits and originating data. These perceived benefits of HR analytics influence the attitudes and intentions of HR professionals, line managers to adopt analytical insights making it useful for HR decision making (Davis, 1989;

Marler & Fisher, 2013). The quality of data has a direct correlation with the trustworthiness, precision and usefulness of analytics. When data quality is low, confidence in analytics decreases. On the other hand, good data increases predictive accuracy, facilitates evidence-based decisions and enhances organizational creativity and performance (Redman 1998; Kiron, Prentice & Ferguson 2014; Wamba et al., 2017)

Considering, these lacunae, there is an obvious requirement for a leading-edge model which encompasses technical, social and data aspects to elucidate HRA adoption and the resultant organizational outcomes (McCartney, Murphy & McCarthy, 2020). The broader objective of this article, which is based on STS Theory, is to test the determinants of HRA adoption, examine the mediator role of perceived benefits and assess how DQ moderates the relationship between HRM performance with innovative organizational and HRA adoption. Having the big picture as a summary in its ultimate approach and aiming to offer a nuanced comprehensive understanding of how organizations could benefit from applying HR analytics to enhance their personnel management activities. It is suggested that this procedure will foster evidence-based decision making based on quantitative as well as qualitative data thus greatly improving the organizational outcomes and performance indicators (Pasmore, 1988; Minbaeva,2018).

1.1 Background and Context of HRA

In the current age of digital penetration in HR services, while being futuristic and data driven decision making in focus. On the other side, Human Resource Analytics (HRA) is essential for organizations to flourish. Analytics are used everywhere and it helps to enhance; recruitment selection process, employee retention strategies, work force planning efforts, and overall HRM. The traditional HR practices were based on gut feelings and intuitions. That is why it failed in meeting the demands of a volatile business world (Angrave et al., 2016; Aral et al., 2012). HRA is the systematic gathering and analysis of data to determine organisational trends (Heuvel & Bondarouk, 2017). Enables business to align human capital decisions with broader goals such as productivity, agility and strategic achievement (Collins, quoted in SAP SuccessFactors).

Lower levels of analytical skills, poor data quality and weak integration between HR technologies and human capabilities. These are the problems that many organizations encounter (Baesens et al., 2017; Cayrat & Boxall, 2022). Present literature tells us technological readiness. It under examines socio-behavioural factors such as user acceptance, adaptability and leadership support. These factors play a critical role in analytics adoption.

To fill this in, this paper uses Socio-Technical Systems (STS) Theory – the view that when social factors (skills, culture, roles) and technical factors (tools, systems, work processes) are co-optimized so too is organizational performance (Trist & Bamforth, 1951; Cherns, 1976). The application of STS as an integrative approach for the investigation into HRA demonstrates the 'blink-of-an-eye' realisation that the deployment of analytics is not just one of technology provisioning but in fact forms part of a larger organisation-wide change, which there needs to be employee readiness and acceptance as well as analytical capabilities development and management support.

Under this conceptual path, the developed research model comprehensively explains a range of factors influencing HRA adoption; also examines the mediating factor (perceived benefits) and moderating variable (quality data), which are expected to influence on implementation process. These relationships are examined to gain insights on how HRA adoption fosters HRM performance and organizational creativity, corresponding to the broad focus of this research which is examining how analytics enhances operational and strategic HR outcomes (Arora et al., 2022; Chalutz Ben-Gal, 2019).

This study demonstrates, by incorporating social, technical and data-related factors from the perspective of hyper-context in technology adoption research, an aggregated yet coherent view on increasing the effectiveness of HRA and achieving indicated value as benefits for HRM and organizational performance.

1.2 Definitions and Scope of Human Resource Analytics (HRA)

The notion of HRA is well-defined throughout scholarly and industry literature as a function focusing on quantified business outcomes.

1. Mick Collins, Global VP of SAP SuccessFactors, defines HRA thus: "a way of building insights into how investments in human capital assets contribute to the success of four primary outcomes: revenue generation, cost savings, risk management, and strategic plan implementation." This definition emphasizes bringing HR data together with finance and operations data (Becker et al., 2001; Braganza et al., 2017

2. Heuvel and Bondarouk (2017) define HRA as: "the systematic identification and quantification of the people drivers of business outcomes." This definition brings forward the cause-effect link: detecting which people factors drive which business results (Alfes et al., 2013); Chen et al., 2015).

3.HRA is generally defined as structured process of gathering, validating, and analyzing organizational data-employee-centric data in particular-using statistical and analytical models to develop evidence-based decisions that enhance both HR and organizational outcomes (Kiran et al., 2024; Ramachandran et al., 2024.

The scope of HRA is vast and covers the whole employee lifecycle:

Scope of Human Resource Analytics (HRA)

Understanding Drivers of HRA Adoption

Highlights technological, analytical, leadership and workforce readiness for HRA adoption (Baesens et al., 2017; Angrave et al., 2016).

Evaluating Perceived Benefits as a Mediator

Examines the moderated mediation effects of perceived usefulness and strategic value on the association of antecedent factors with HRA adoption (Heuvel & Bondarouk, 2017; Arora et al., 2022).

Assessing Impact of HRA on HRM and Organizational Outcomes

Investigates how HRA enriches HRM in terms of performance, organizational creativity and agility drawing from data-driven insights (Aral et al., 2012; Akter et al., 2016).

Testing Data Quality as a Moderating Variable

Examines the extent to which accuracy, completeness and reliability of HR data enhance or weakens the effects of HRA adoption on outcomes (Chalutz Ben-Gal, 2019).

Applying Socio-Technical Systems (STS) Theory

Places HRA within a socio-technical framework, highlighting the need for mutual adaptation of social (skills, culture) and technical (systems, tools) sub-systems for successful adoption (Trist & Bamforth, 1951; Cherns, 1976).

1.3 The HRA Implementation Process: From Descriptive to Prescriptive

The process of HRA based on your research model starts with individual and organizational factors influencing adoption, then applies the moderator function data quality and perceived benefits before reaching performance outcomes at HRM, organization- al and individual level. This staged approach has been supported by recent investigations (Shrivastava, 2021; Naik and Kesari, 2024).

Step-by-Step Explanation of HRA Implementation Using the Model

Independent Variables: Drivers of Adoption

Personal: Competence of HR practitioners, digital readiness and degree of analytics enthusiasm have a significant impact on adoption. According to Shrivastava (2021), mindset development and analytical ability are important factors for successful implementation of IJRAR. Organisational aspects: Leadership support, technology infrastructure, and strategic fit drive the integration of HRA into HR processes. (Organization-Technological-Individual-Environment) Apply theoretical & practical knowledge for problem solving provides a framework to understand effectiveness of ICT (Narang et al., 2022).

Central Variable: HRA Adoption

There is a time of transition when HR identifies analytical insight as an opportunity to inform their decision making, moving from outputting simple reports to performing predictive and prescriptive analysis. This radical change demonstrates a clear shift from the routine or traditional functions of HRM to EBM in which human resources are grounded on evidence-based practices and data-driven based approach linking these throughout their daily operations (Khosravi, 2020).

Moderators

In HR, the deployment of data and analytics often takes on a life of its own after HR managers and business leaders can see clear, real-world benefits, such as being more empowered for workforce planning or achieving a 20% reduction in staff churn. On the other hand, in cases where the value proposition is unclear or not obvious, adoption of such analytical approaches get stalled and sometimes they are even put on hold (Shrivastava, 2021).

Data Quality

Analytics is only as good as the data—accurate, reliable and timely. It is not until this threshold level of data quality is achieved that the wisdom garnered from our analytics is deemed trustworthy and influential with respect to decision-making. However, if the accuracy is low it not only slows down the process of adoption but also results in poor performance readouts (Naik & Kesari, 2024).

Dependent Variables

HRM Performance: Improved recruitment practices, effective training and higher levels of employee engagement are clear results.

Organizational Performance: Organization which are early adopter of analytic more likely tend to be agile, operationally efficient and they have competitive edge in market (Naik&Kesari,2024).

Individual Performance: At that time, when it comes to searching for a new job, so organizations began doing job-based predictive hiring and their apprentices aren't only somewhat more productive but much happier with their work – & who they work for (Khosravi 2020).

The conceptually framework under rigorous development in this study should provide greater insights into the five extensive motivation dimensions, the barriers to adoption and differing moderators that shape HRAs implementation whilst being mediated through both higher order constructs and lower-level effects. Two major aims of the model are to: (a) clarify theoretical bases for organizational use of HRA, and (b) illuminate broad and potentially long-term implications for organizations that adopt innovative procedures. It is not only the organizational-level factors, but also the individual-level influences that form both an organizations' level of readiness to implement and use HR Analytics effectively within a business context. These facets include the readiness of the organization; top management's steady commitment to data; the analytical proficiency expected by HR professionals — and a corporate culture that respects and embraces evidence-based decision-making. Existing literature indicates that these are critical for increasing the ability of organizations to introduce analytics-based systems and ensure congruence between HR policies with wider strategic goals (Shrivastava, 2021). Consistent with STS Theory, these drivers are symptomatic of social and human systems which need to be effectively incorporated into technology for new practices to be adopted (Trist & Bamforth, 1951; Pasmore, 1988).

Drawing on these drivers, the framework depicts the HRA adoption as a systemic linking of analytics tools and technology to HR functions. For the top stage, I selected HRM policymaking as empirical thinking, where a company does this move from intuition to evidence-based in HR practices and includes impact on next decisions regarding work force planning or performance management/ talent acquisition. Useful insights can then be generated by HR professionals, the effectiveness of HRM can be enhanced, and the alignment between HR and organisational objectives strengthened (Khosravi, 2020).

In line with the precepts of STS theory, then, this early phase is concerned with the complex and dynamic relation between advanced technical systems and the human agents who meet them. It reinforces the fact that however magnificent our analytical tools may be, they mean nothing unless people know how to use them and do so intelligently (i.e., having been trained and who simply ‘get’ what it all is about).

The model also seeks to account for perceived value of the analytics tools and quality of data analysed, which are likely to be influential moderating variables in HRA adoption and performance levels. When it comes to the tools deploying these technologies, when they are perceived by users as genuinely useful - i.e enabling better decisions and a positive return on investment (ROI) – this has a massive impact, not just in terms of user's attitudes but of trust in the ensuing analytics output.

Data quality, including factors such as accuracy, trustworthiness and completeness has an impact on the overall quality of analytics delivered. Low quality data can make the technology ineffective. It also reduces the value of analytics in use (Naik & Kesari, 2024).

The model hypothesizes that the use of Human Resource Analytics (HRA) leads to several favorable results. The results are such as improvements in Human Resource Management (HRM) performance, overall organization performance and individual employee performance. And these positive effects are reflected in increased organizational agility, resource efficiency, and employee productivity. The practice of Human Resource leads to evidence-based decision-making and change facilitation. Both important elements in long-term organizational effectiveness and competitive advantage in this world today (Naik & Kesari, 2024). We have a more nuanced and integrated understanding of the different aspects that drive successful HRA adoption, and in turn is realistic for its practical application, than found previously in research relying on the socio-technical perspective as its theoretical orientation.

In short, the model reveals that there is more to effective HRA than technology. It's about aligning people, process and perception. Adoption is even more pronounced when HR professionals are capable, organizations are supportive, benefits are clear and quality data exists, resulting in performance across levels that gather multidimensionally.

REVIEW OF RELATED LITERATURE

A systematic review of extant literature on Human Resource Analytics (HRA), technologies, highlighted the changing trajectory, offered multiple reasons for its use, examined strategic dimensions and underscored the important of ethical considerations. Moreover, the effect of HRA increasing organizational performance, enhancing responsiveness and honing decision making was measured with precision in this study. Summary of key themes. The most common and distinctive themes identified in the literature review are described in the following sections.

Evolution and Strategic Importance of Human Resource Analytics (HRA)

As the literature has stated, HRA has moved beyond just reporting basic HR information to an advanced analysis that helps support strategic workforce decisions. The legacy HR systems were designed and deployed to help employees with things like payroll, compliance and ease of use admin stuff. As digital HR systems and big datasets of workforces became more prevalent to researchers, it was observed that HRM shifted from relying on gut feeling and intuition towards evidence-based decision-making (Chen et al., 2012; Akter et al., 2016.

Current HRA includes descriptive analytics-what has happened-predictive analytics-what is going to happen-and prescriptive analytics-what should be done (Chalutz Ben-Gal, 2019; Conboy et al., 2020). They allow organisations to predict turnover, identify high value competencies, maximise recruiting pipelines and obtain more accurate measurements of engagement. Researchers have claimed that HRA has become a key facilitator of SHRM through linking the workforce statistics to broader organisational aims.

Thakur et al. (2024) also contribute to this development from the perspective of Resource-Based View, which treats HRA as a valuable (V), rare (R), inimitable (I) and no substitutable (NS) resource when other complementary resources such as data quality, analytical capabilities and technology infrastructure support it (Barney, 1991; Barney & Arikan, 2005. The importance of Creative Problem-Solving Capability is also emphasised in their work to reflect the perspective that analytics without performance does not suffice, and firms should build the capability to process data, generate insights, and implement revolutionary solutions (Carmeli et al., 2013; Christofi et al., 2019). This is where HRA sits - it forms part of strategic human capital

management, and its inputs allow both for higher site level operational efficiencies, as well as longer terms strategic advantages.

Concomitantly, the literature argues that organizations capable of successfully embedding HRA are also more likely to achieve better results when it comes to talent management, diversity and inclusion activity, succession planning and employee development (HR as strategic partner rather than administrative function) Alfes et al., 2012; Akter et al., 2011.

Social influence and technological readiness Influencing HRA Adoption

Social Influence in HRA Adoption:

Adaptability of the Workforce: Flexibly employed and educated staff increase acceptance and usage. This is consistent with research that 'employees' perceptions and engagement mediate HRM practices and their outcomes' (Alfes et al., 2013).

STS Theory Alignment: The social technical systems perspective focuses on the equilibrium between social code and tools (Arfaoui et al., 2019)

Technological Readiness in HRA Adoption

Technical Infrastructure: HR data collection, statistical analysis and dashboards are the key (Baesens et al., 2017.

STS Technical Subsystem: Suitable tools/ workflows/ software for matching to organisational processes (Aral et al., 2012)

Coordinated Functioning

- **Social influence** (Ajzen, 1991; Alfes et al., 2013) raises perceived benefits by building trust and legitimacy.
- **Technological readiness** (Baesens et al., 2017; Akter et al., 2016) ensures analytics is feasible and impactful.

- **Data quality** (Chalutz Ben-Gal, 2019) moderates adoption's effect on HRM outcomes, organizational creativity, and individual performance.
- **STS theory** (Arfaoui et al., 2019) integrates both subsystems for sustainable adoption

Perceived Benefits

Perceived benefits act as a key moderator that strengthens the link between individual/organizational factors and HRA adoption.

The perceptual constructs perceived benefits is critically relevant in understanding the adoption of HRA. This means how the Individuals and Organizations believe that use of HRA system can lead to better quality decision making, increased operational efficiency and enhanced strategic outcomes (Journal of Emerging Management Trends, 2022). When HR managers believe that the application of analytics will be able to drive actionable insights in workforce, support predictive decision-making, and improve alignment between HR practices mechanisms for strategic benefits of organizations with HRA, it is possible to consider HRA as a managerial tool based on adding value rather than being a purely technical system (Journal of Emerging Management Trends, 2022).

Perceived benefits in Human Resource Analytics (HRA) adoption of the organization greatly moderate by enhancing the influence of determining factors including technological readiness, personal innovativeness and top management support on the intention in its adoption process (Sathyabama Institute of Science and Technology, 2023). In that sense, they enhance the global value proposition for HRA and strengthen the effect of both organisational and individual readiness upon adoption (Sathyabama Institute of Science and Technology 2023).

The widely recognized potential of HR analytics is indeed a strong drive factor forcing HR professionals to overcome and manage the resistance to change that inevitably exists in organizations. However, when the upside - increased talent insights, more precise workforce modeling, and easier fact-based decision-making – is not just pie-in-the-sky but rather concrete and easily identifiable value to users then it's hard to believe that employees wouldn't be much more likely to incorporate learning analytics tools into their daily workflow. These supportive

attitudes are critical in mitigating insecurity, in calming user mind and guiding their hand towards the proactive use of analytics-informed human resource practices that ultimately result into easy yet successful adoption (ResearchGate, 2021).

In addition, recent empirical research has stressed the importance of perceived benefit and its linkage with powerful theoretical constructs such as Perceived Usefulness and Job-relevance, or otherwise Performance Expectancy in predicting someone's intention to use HR analytics systems (ResearchGate, 2020). These findings strongly support that the perceived usefulness is an important moderator in a multi-adoption model India Burea (n.2018 March 14). these results highlight that successful implementation of such systems does not just rely on having goodness-of-fit technology infrastructure, but it also depends critically upon user perception of tactical and strategic benefits delivered by analytics (ResearchGate, 2020).

Based on these results, perceived benefits obviously are the key construct in another aspect it can be interpreted as a mediator between OC and IATT. This intermediate variable is crucial for rendering the use of HR analytics something that truly makes sense in the long-term.

2.4 DATA QUALITY'S ROLE AS A MODERATOR B/W HRA ADOPTION AND FACTORS SUCH AS HRM PERFORMANCE, ORGANIZATIONAL PERFORMANCE, AND INDIVIDUAL PERFORMANCE

the complex relationship between the use of HRA and its resulting performance at the level of HRM as well as firm-level and individual employee -is argued to be strongly driven by the data that is used (Bondarouk & Ruel, 2009). The value is further enhanced when the information produced in relation to HRA is timely, and meets the important attributes of timeliness, accuracy, completeness and consistency. This is the quality that gives the data its veracity and credibility in analytics, which allows the miner to act with confidence on any insights gained from mining it. As a result, the more comprehensive value proposition – and hence also the practical one – of HRA is increasingly recognized making it a critical element in the strategic management of human resources (Ingentis. 2025). When HRM practitioners have higher quality data, they are enabled to make much more well-informed calls in relation to important decisions around hiring, training, and engaging staff. The higher quality of the data makes it possible to use better criteria than one would be able to do without such reliable input (Springer, 2024).

More broadly, maintaining pristine data contributes to the success of strategic initiatives – such as workforce planning – that help organizations become more agile and cut operational costs. Ultimately, these advantages collectively enhance the organizational strategic strength of strong analytics (Emerald Insight, 2024). Individually, high quality data can considerably smooth the path to personalised analytics, and allow managers to better pinpoint skill gaps and track productivity patterns. It enables the creation of targeted development plans to improve employee results and rise staff engagement in general (Springer, 2024; Emerald Insight, 2024).

Finally, the model built at Manav Rachna University also presented a moderating role, in which the data quality was depicted as a moderator that only "increases the relationship quality between HRA adoption and performance results." There may be a truth in this statement as for now, studies still witness a growing empirical pool that shows low-quality data weaken insights, trust and decisions, including HRA adoption, while high quality boosts confidence and adoption (Ingentis, 2025; Springer, 2024; Emerald Insight, 2024).

That is, data quality in the HRA adoption model functions as a performance multiplier, because high output "quality" analytics results remain relevant, defensible, and strategic at every level of targeting—HRM (job-family-group), Organizational and individual.

At the end of the day, it could be argued that data quality is what makes HRA adoption work. By making certain that analytic primitives are accurate, complete, timely and consistent, it enhances performance at every level – HRM, organizational or individual (Ravindra Babu, Gayathri & Shivaprasad 2020).

2.5 Syntheses of Literature

Human Resource Analytics (HRA) has advanced and evolved dramatically, from its early focus on compliance and payroll reporting to a strategic capability that underpins fact-based workforce decisions (Chen et al., 2012; Akter et al., 2016). Modern HRA integrates descriptive, predictive and prescriptive analytics to forecast turnover rate of employees, improve effectiveness of the trawling process and more accurately measure engagement (Chalutz Ben-Gal, 2019; Conboy et al. From a Resource-Based View perspective, HRA can be viewed as a valuable, rare, inimitable and

non-substitutable resource especially when supported by items such as good data quality, analytical skills and infrastructure (Barney, 1991; Barney & Arikan, 2005; Thakur et al., 2024). Its influence is enhanced when the ability to solve problems creatively is utilized, thus turning analytic perceptions into innovative responses (Carmeli et al., 2013; Christofi et al., 2019). Therefore, HRA identifies HR as a strategic partner in respect of talent management and diversity initiatives, succession planning, and employee development (Alfes et al., 2013; Akter et al., 2011).

The diffusion of HRA is influenced by both social and technological aspects. Social factors are issues such as workforce flexibility and involvement (Ajzen, 1991; Alfes et al., 2013); technological readiness relates to infrastructure, tools, and processes (Baesens et al., 2017; Akter et al., 2016; Aral et al., 2012). Regarding the viewpoint of socio-technical system, sustained adoption requires as a combination of social norms and technical tools (Arfaoui et al., 2019). Perceived benefits mediate, in turn, readiness and social influence into adoption by framing usefulness, equity, nimbleness and performance (Baesens et al., 2017; Akter et al., 2016; Chalutz Ben-Gal, 2019).

The quality of the data appears as a key bridge between adoption and performance. High quality data accuracy, reliability, timeliness and consistency enhancement HRM performance by facilitating informed hiring and training decisions (Ravindra Babu et al., 2020), contributes to organizational agility and efficiency (Naik & Kesari, 2024) and enables personalized interventions that improve individual productivity and involvement (Khosravi, 2020; MDPI, 2023). On the other hand, substandard data quality undermines trust and diminishes the strategic value of analytics. 2.1 General management: empirical literature. The importance of quality data for producing credible insights and continual performance enhancements has been well documented (Ravindra Babu et al., 2020; Khosravi, 2020; Naik & Kesari, 2024; MDPI, 2023).

To conclude, Social Influence and Technology Readiness lead the HRA adoption followed by Reinforcement and Perceived Benefits; joke to joke translation of HRA to HRM, Organizational as well as Individual performance occurs only when there is a good data quality.

3. DESCRIPTION OF BROAD AREA / RESEARCH GAPS

Rationale of the Study and Theoretical Gaps

Rationale of the Study

Human Resource Analytics (HRA) has emerged as a strategic tool for evidence-based HRM. Research suggests that HRA adoption is shaped by personal and institutional factors and attitudes towards benefits and data quality are the key moderators (Dhankhar, 2022; Nair, 2021).

The Socio-Technical Systems (STS) Theory emphasises that the successful implementation is based on the simultaneous optimisation of both technical and social subsystems (Knox, 2024; Trist & Bamforth, 1951). This is essential, because organizations often trip on technology by not addressing cultural and behavior fit.

Cases of other sectors illustrate the uses of STS in action. Some fields (e.g. healthcare, ICT, industry, education) have managed to match the empirical artefacts of technology with social modes of praxis in order to bring about significant developments (IEEE, 2025; Kennedy et al., 2025). This highlights the significance of interpreting adoption of HRM analytics as more than just implementation of new technology, rather as a socio-technical change which impacts outcomes at individual, HRM and organizational levels (Tessema et al., 2025; Ikkurthi & Jain, 2024).

The motivation here is to bring together two salient views:

- Drivers and moderators of HRA adoption.
- Utilising STS theory to account for adoption circumstances.
- Illustrating how adoption relates to performance at various levels.

Theoretical Gaps

Integration of STS Theory in HR Analytics

Most HRA studies treat it as a technological innovation, neglecting socio-cultural dimensions (Knox, 2024; Leeds University, 2023).

Moderating Role of Perceived Benefits and Data Quality

Empirical evidence on how perceptions and data quality moderate adoption success is limited (Rigamonti et al., 2024; Nair, 2021)

Multi-Level Performance Outcomes

Research often focuses on organizational outcomes, while HRM and individual-level impacts remain underexplored (Tessema et al., 2025; Ikkurthi & Jain, 2024)

Detailed Theoretical Background: Socio-Technical Systems (STS)

The STS is the theoretical foundation that allows integration of so many different variables underpinning HRA adoption.

Any solution design should meet both the technical as well as the social needs from within that system. According to this property, technical and social system are regarded as two essential subsystems that should be cooperated with each other to succeed. The technological system includes features such as data infrastructure, integration with HRIS systems, analysis tools or quality of information. In, order to have the chance to be successfully adopted, these systems require efficient and easy-to-use plant model because the accuracy and value of analysing outputs depend on good quality input data (Ingentis 2025; Springer 2024). This means that the hypotheses and inferences made at this level are extremely robust but may lack the ability to be acted upon or

trusted, so it is important for HR decision makers to continue to make explicit the value of data analytics in their decisions. Additionally, social process also incorporates HR professionals' analytical skills, top management support, and employee dedication towards change which results into UT and ethical culture organization. These elements reveal the human and cultural aspects of HRA adoption suggesting that, however, HR managers should be really motivated, have the capacity and be facilitated to make use of the technical system in real practice. Additionally, the organizational culture should foster evidence-based decision making and build trust in analytics-driven action (Emerald insight, 2024; ResearchGate, 2021).

This interaction of the technical and social system illustrates that readiness to implement HRA is not only a matter of technical readiness. It should also be the human potential and the values of the institution that drive it so that its results can become meaningful and lasting.

Hence by simultaneously optimising both sub-systems, it ensures that a move towards a drenching of analytics is transformed into meaningful HRM, organisational and individual performance outcomes while data quality and cultural readiness become success enablers (Springer, 2024; Ingentis, 2025; Emerald Insight, 2024).

If a company implements an extremely complex forecasting model (Technical Optimization), but does not educate its HR managers how to translate the forecast, or feel comfortable using it (Social Sub-Optimization) then the adoption of that model would be suboptimal. This concept is implemented here in the form of a model capturing components of both subsystems and trialling their combined effect.

3.3 Problem Statement

Despite growing interest in Human Resource Analytics (HRA), its adoption and impact on performance remain limited. Several challenges persist:

Adoption Challenges

HR departments often lack the analytical culture required for evidence-based decision-making (Dhankhar, 2022; Nair, 2021).

There is insufficient investigation into **how analytical skills and organizational readiness shape HRM and organizational performance** (Dubey, 2023; Ikkurthi & Jain, 2024)

Moderating Issues

There is little attempt to measure or articulate HRA benefits so that employees and managers have less of an investment (Rigamonti et al., 2024).

Data Quality and Analytics Accuracy in Decision Making Poor quality of data weakens the accuracy and confidence of the decision, thus limiting the usefulness Collecting vast amounts of data that is not well organized diminishes the quality of information (Tessema et al., 2025).

Performance Gaps

Poor uptake stunts enhancements in HRM functions such as recruitment, retention and work force planning (Nair, 2021; Ikkurthi & Jain, 2024).

Marginal performance improvements Organization and individual enhancement of performance are still marginal, with little empirical evidence on the relationship between HRA implementation and attempted outcomes (Tessema et al., 2025).

Need for a New Framework

A model that captures the influence from both individual and organizational levels on HRA adoption is needed.

A model of this kind should explicitly examine the moderating effects of perceived usefulness and data quality on adoption outcomes in order to enhance its successfulness (Rigamonti et al., 2024; Fox, 2024).

The goal is to bring about clear and measurable improvements in HRM, organizational outcomes, and individual performance (Kennedy et al., 2025; IEEE, 2025).

4. OBJECTIVES OF THE STUDY

Based on this foundation, the study focuses on five closely linked objectives that, taken together will allow establishing a clear and solid understanding of how Human Resource Analytics is diffused in practice and what consequences it has for organizations. Each purpose is linked to a specific part of the research model resulting in an integrated understanding of how social, technical, motivational and infrastructural factors influence adoption as well as strategic power associated with HRA.

1.To identify factors influencing the adoption of Human Resource Analytics (HRA)

2.To identify the influence of perceived benefits on the relationship between identified factors and HRA Adoption.

3.To analyze impact of HRA adoption on HRM outcomes, such as HRM performance.

4.To investigate influence of HRA adoption on organizational outcomes, especially organizational creativity.

5.To assess moderating role of data quality in relationship between HRA adoption and its outcomes (HRM Performance, organizational Creativity, individual performance)

5. HYPOTHESES OF THE STUDY

Objective 1: To identify factors influencing the adoption of Human Resource Analytics (HRA)

Hypothesis H1:

Individual factors (e.g., analytical skills, technology readiness) and organizational factors (e.g., top management support, data infrastructure) have a significant positive influence on adoption of Human Resource Analytics.

Objective 2: To identify the influence of perceived benefits on relationship between identified factors and HRA Adoption

Hypothesis H2:

Perceived benefits of Human Resource Analytics positively moderate relationship between individual and organizational factors and HRA adoption, such that relationship is stronger when perceived benefits are high.

Objective 3: To analyse impact of HRA adoption on HRM outcomes, such as HRM performance

Hypothesis H3:

Adoption of Human Resource Analytics has a significant positive impact on HRM performance outcomes, including decision-making accuracy, talent acquisition effectiveness, and employee engagement.

Objective 4: To investigate influence of HRA adoption on organizational outcomes, especially organizational creativity

Hypothesis H4:

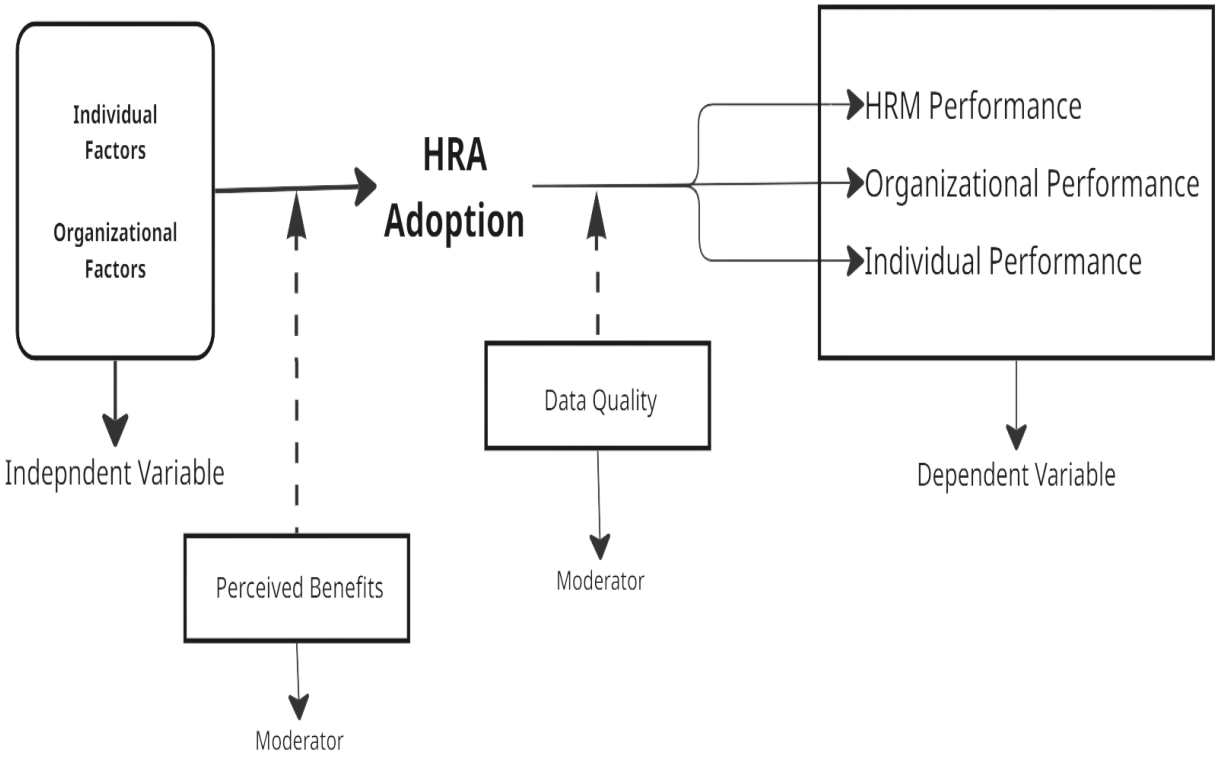
Adoption of HRA has a positive impact on institutional performances specifically added organizational creativity by informed data and strategies for workforce planning.

Objective 5: To examine the moderating role of data quality in the relationship between HRA adoption with its outcomes (HRM Performance, Organizational Creativity, Individual Performance)

Hypothesis H5:

Data quality has a positive moderating effect on the relationship between HRA adoption and its performance outcomes (HRM performance, organizational creativity and individual performance), under greater data quality conditions, the effects of HR adoption are strong.

6. RESEARCH MODEL



Framework for HRA adoption and performance

The implementation of HRA was interwoven by a variety of both personal and organizational factors in complex patterns. As both the people and the organizations realize that (i) HRA offer a wide range of benefits and (ii) they deeply trust the data quality & integrity used, these key factors will significantly contribute to strengthen the value proposition of an HRA adoption. As a result, the adoption and implementation of Human Resource Analytics (HRA) has several benefits that reach far beyond the mere support of a significant improvement in human resource practices –eg- recruiting, retaining and developing employees. In addition, it is not that HRA is just beneficial; rather, it is indispensable for achieving outstanding organizational results - more efficient and productive - which are further enhanced by performance enhancement at the individual employee level.

Overview of the Research Model

Independent Variables

Listed below are the factors behind HRA adoption:

- Technology Readiness: HR practitioners are prepared to manage analytical platforms.
- Personal Innovativeness: - It is an attitude of proactivity towards digital transformation.
- Social Influence: -It includes market and internal benchmarking. It also includes advocacy inside the organization.
- Top management support: -It is important for resource mobilization, strategy alignment and change process.
- Both individual and organizational factors are crucial when it comes to the adoption of HRA. Technology readiness enhances HR professional's ability to utilize analytic tools. It raises the receptivity levels of HRA's (Journal of Emerging Management Trends, 2022). Personal innovation or willingness to accept new HR technologies is essential for early adoption and active use of analytics (ResearchGate, 2020).
- At macro level, management supports the adoption of HRA. This study positively contributes to infrastructure, training and resources (Sathyabama Institute of Science and Technology, 2023; Springer 2024). It offers technical and financial support. Promoting an environment in which evidence-based decision making is encouraged. Together, these factors provide a supportive environment for successful utilization of HRA. As, a strategic HRM instrument and enhanced organizational outcomes.

Moderators

Moderators explain the relationship between independent variables and HRA adoption. Moderator describes how analytics results can be interpreted and used in the organizations.

One of the most important elements of HRA assimilation is perceived benefit. It tells the importance that organizations adapt to analytic technologies to support decision making and performance. According, to Deloitte's 2020 Human Capital Trends survey, 56% of companies have showed "significant improvements" in HR analytics, which help organizations develop

responses to unforeseen disruptions and different workforce models. Gowda and Suvarna (2025) have highlighted that analytics in HR decision making assist organisation in improving the employee performance and productivity of workforce as well (ijrcms. com).

Another important aspect of your data is quality – accuracy, completeness and timeliness of HR data. Poor-quality data undermines trust and diminishes the impact that analytics has on organizational performance, while good quality data ensures analytics mean insight you can trust and act upon. These in-depth and robust analyses also clearly demonstrate that two very powerful moderators such as the presence of strong organizational support on the one hand, and high-quality human resource management (HRM) systems on the other, indeed make a significant difference to how effective are analytical practices at encouraging employees to be resilient (Emerald 2023; Emerald Insight).

Collectively, these closely related characteristics or elements — namely, the perceived instrumental value of using HR analytics, the perceived quality of data used for conducting analysis and, not least, the central mediating influence of organisational support — are commonly accepted as basic constituent building blocks on which effective modes of HR analytics tend to be premised. Organizations that can successfully synthesize and distil workforce data in this way are able to reach a higher plane of informed decision-making -- a level that contributes directly to the flourishing vitality of their workforces. This initiative allows organizations to develop and maintain a competitive advantage in today's changing world.

Perceived Benefits: -It enhances motivation to adopt HRA, when users believe that it improves outcomes.

- **Data Quality**: -It ensures reliable insights, increasing trust and outputs.

HRA Adoption

It is a mediating variable. It shows the extent to which HR departments implement analytics tools and practices. It is used for decision-making, forecasting, and performance tracking.

HRA adoption is positively correlated with **organizational agility and operational performance**. According, to Naik & Kesari (2024).

Dependent Variables

These are the outcomes of HRA adoption:

The performance in HR analytics can be considered at three different levels. The three levels are as follows: - HRM, organization, and individual. When applied at the HRM performance level, analytics promote better recruitment, retention and workforce planning. It ensures that the decision is based on evidence rather than intuition. 1 For instance, the Human Capital Trends Report by Deloitte 2020 shows how organisations who use HR analytics make great strides in workforce planning and talent acquisition and therefore more capable to predict the future. At the organisational performance level HR analytics drive agility, cost-effectiveness and strategic fit. Tessema, Yang & Chen (2025), in their recent study, established the fact that strategic HR analytics practices have considerably contributed to organizational agility and effectiveness thereby placing HR as a strategic business partner. And at an individual performance level, HR analytics give way to improved employee engagement, productivity and career development. Research has shown that when linking employee behavioural data to business results, we can help raise hire quality, engagement and productivity, which in turn increases opportunities for the promotion of career growth (Culture Monkey, 2025). Together, these factors show the manner in which HR analytics results in performance enhancements on a variety of dimensions and solidify their position as an enabler of organizational success.

Practical Implications

- **HR Leaders** should invest in training to boost technology readiness and innovativeness.
- **Organizations** must ensure high-quality data and communicate clear benefits of HRA.
- **Policy Makers** can promote HRA adoption through incentives and benchmarking.

7. RESEARCH DESIGN AND METHODOLOGY

This chapter details the methodological approach chosen to test the proposed hypotheses and achieve the study's objectives.

7.1 Variables and Operational Definitions

Existing scales are used to measure all variables in our research model via observed indicators. There are many factors that affect the adoption and performance of HR analytics in model. Socio-technical dimensions capture the required technology and people resources for HRA (SEN), including a data infrastructure connected with HR staff possessing analytical skills who are endorsed by top management (STS, TOIE; Bostrom & Heinen, 1977; Orlikowski, 1992). Perceived benefits (mediating constructs) are HR practitioners' estimates of the strategic and operational benefits to be derived from HRA, including better workforce forecasting and increased relationship between human resource strategy and business strategy (TAM, Davis, 1989; UTAUT, Venkatesh et al., 2003). HRA adoption HRA adoption (central construct) taps extent to which an organization has integrated analytics practices, including the use of HRAs in hiring decisions/ performance evaluations (Actual Use; Venkatesh et al., 2003).

Another important moderator is quality of data that highlights the suitability, reliability and timeliness of HR-data employed in analytics. Good data support is the foundation for useful information; while poor data undermines trust in analytics (Information Systems Quality; DeLone & McLean, 1992).

At the output level HRM Performance (dependent variable 1), focusing on operational efficiency and effectiveness, includes lower cost per hire, higher employee retention rates (HR Benchmarking; Huselid, 1995). Last, organizational performance (dependent variable 2) captures an organization's capability to generate new and useful ideas in processes as well as products where HRA would aid in fostering creative solutions and idea generation within cross-functional teams (Innovation Theory; Schumpeter, 1934; Damanpour, 1991). These variables collectively provide a complete model that connects socio-technical enablers, perceived benefits, adoption and

data quality on HRM and organizational performance. Damanpour, F. (1991). Innovative Activities in Old and New Industries: The Quality Content of Innovation.

7.2 Research Design and Approach

The study design is based on a mixed-method approach with predominance of quantitative data and adheres to the benchmarks set by Creswell & APA (2018, 2019).

1.Mixed-Method Research Design

The study is quantitative oriented but applies a mixed method research perspective that integrates qualitative and quantitative dimensions. This approach integrates contextual understanding with statistical information, to obtain a comprehensive understanding of the study topic. When neither qualitative nor quantitative strategies will allow a comprehensive understanding of the research topic, then mixed methods designs are most appropriate" (Creswell & Plano Clark, 2017, p. 134).

2. Quantitative Approach

The core analytical strategy is quantitative, involving structured data collection and statistical analysis:

- **Structured Surveys:** Used to gather standardized responses, ensuring reliability and consistency.
- **Likert Scale:** A 5-point scale (1 = Strongly Disagree to 5 = Strongly Agree) quantifies perceptions and attitudes, a common tool in behavioural and social sciences.
- **Online Distribution:** Enhances reach and accessibility, especially among HR professionals across diverse organizations.

3. Justification for Quantitative Emphasis

- Quantitative methods enable hypothesis testing, regression modelling, and path analysis, which are central to study's objectives.

- Tools like SPSS and SmartPLS 4 are employed for data processing, supporting Partial Least Squares Structural Equation Modelling (PLS-SEM)—a technique suitable for exploratory research and complex models.

4. Sampling and Validity

- The sample comprises ~**400 HR professionals**, selected via purposive sampling, targeting those involved in Human Resource Analytics (HRA).
- Sample size follows **the "10-times rule" in PLS-SEM**, (Hair et al., 2019).
- **Target Population**: HR professionals from PAN India
- **Sampling Technique**: non-probability purposive sampling would be applied to choose HR professionals from Human Resource Analytics (HRA).
- **Sample Size**: About 400 respondents.
- **Data Collection Method**: Surveys will be conducted online (e.g., using Google Forms) and will be distributed to professional network groups, such as LinkedIn and HR associations.

7.3 Data Analysis Techniques

- **A Structured Questionnaire** will be used. The questionnaire will be divided into sections that correspond with the corresponding research model.
- **Measurement Scale:** All variables will be measured using **5-point Likert Scale,** ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). This is the standard scale used in the measurement of attitudes, perceptions, and beliefs in social science research. It is also useful in offering sufficient variation for statistical analysis.
- **Pre-Testing and Validation:** The survey shall first be pre-tested on a small number of respondents, around 50 HR experts to ensure clarity.

8. CONTRIBUTIONS OF THE STUDY

There are various types of contribution. They are as follows: -

Theoretical Contributions

This study contributes to STS theory. It illustrates ways in which social and technical regimes influence adoption and effectiveness of HRA. It explains the HRA adoption as a critical intermediate mechanism at organisational and individual levels. It also explains the mediating role of perceived benefits and data quality.

Methodological Contributions

It adopts the purposive sampling on HR professionals. It uses survey data analysis method. In order, to empirically explore HRA adoption.

Practical Contributions

The results derived from this extensive study not only suggest a wide range of meaningful implications in practice which are practically applicable, but have also developed into an indispensable resource for human resource decision makers especially with regards to the utmost importance of data quality and the numerous benefits that are assumed to be brought about by the successful implementation of Human Resource Analytics (HRA). Good data is crucial to strategic decision-making of any business. The authors recommend that organisations strategically invest in systems, which support required social systems such as employee abilities and organisational culture. This perspective allows a balance between radical innovation and intricate human relationships that enables growth AND efficiency. This has implications for practice, in terms of being able to impact on HR practices which can lead to improvements in HRM, organisational performance and individual staff performance for decision making based on evidence.

9. SCOPE AND DELIMITATIONS OF STUDY

9.1 Scope of Study

Conceptual Scope

The study concentrates on the adoption of HRA and its impact on HRM performance, organisational performance and individual performance. Adopting Socio-Technical Systems (STS) Theory as a lens, this work investigates the interplay among individual and organizational factors with HRA adoption that mediates on performance through social and technical subsystem congruence. The study also hypothesizes that perceived benefits and data quality moderate the relationship which represents employees' beliefs regarding the usefulness and trustworthiness of analytics system.

In this way, technocratic with human and organisational factors is included in the model to account for differential outcomes of HR analytics adoption. (Malik et al., 2020; Margherita & Bua, 2021; van den Broek et al., 2021)

Geographic Scope

The geographical context for the study is largely India, an emerging economy that is increasingly embracing HR analytics in its digitalizing environment. The theoretical framework and empirical findings also draw from studies in Asian and European nations, thus affording a cross-theoretical generalization across developing and developed countries.

This geographical focus is relevant with the increasing importance of HR analytics in India and similar economies that are grappling with issues of analytical capacity, data quality, and social-technical fit. (Malik et al., 2020; Margherita and Bua, 2021)

Target Population Scope

The target audience is HR professionals, managers, senior level administrators, and employees in organizations that operate or are implementing HR analytics apparatuses. The research sample

comprises respondents of medium and large organizations in analytics intensive industries like IT & software, banking and financial services, healthcare, manufacturing and education.

This group is a proxy for both decision-makers and end-users, noting the co-existence of both the social subsystems and the technological subsystems on which STS theory focuses. (van den Broek et al., 2021; Margherita & Bua, 2021)

9.2 Delimitations of the Study

The scope of our study is limited to the investigation of adoption of HRA under STS Theory. It also concentrates on individual and organizational factors as they apply to adoption of HRA and in doing so omits such influences as environment, institution or macroeconomics. Results are limited to HRM performance, organizational performance and individual job performance without addressing other issues such as employee turnover intentions, ethical climate or long-term strategic sustainability.

The study does not include moderating variables like perceived benefits and data quality, which have been also identified in the literature, but excludes for instance organizational culture, type of leadership or privacy concerns and regulations. The study is conducted in the Indian organizational setting and thus may not be generalized to other emerging economies. Cross-national or cross-cultural comparisons are not possible. The sample consists of HR professionals and HR managers working for mid-large organizations that currently have an HR analytics system in place (i.e., not including small firms or those with less experience using HR analytics).

10. LIMITATIONS OF THE STUDY

Limitations The research is constrained by the use of Socio-Technical Systems (STS) Theory as a foundational theory. However, STS provides a strong frame to analyze the dynamic between social and technical subsystems but can ignore behavioral, institutional-based or ethical facets of Human Resources.

The study is limited in that it only considers a single group of variables—individual, organizational, perceived benefits and data quality. Other strong influences - like organization culture, leadership focus, employee concerns for privacy and regulatory pressures are not included that indicates some skews in the model.

The study mainly uses self-reporting and perceptual data from organizational informants. Such information might be biased and may not accurately represent reality.

Its cross-sectional design limits its ability to determine cause and effect relationships between performance measures and HRA adoption. Adoption maturity and long-term performance effects are not adequately reflected in a single time.

The geographic focus of the investigation in the Indian settings limits the extent to which these findings can be generalized to firms working within other institutional, cultural and regulatory settings.

In addition, the performance results investigated are limited to HRM, organization and individual performance as perceived by respondents.

11. CHAPTER OUTLINE

The following chapter gives a summary of what is intended to feature in each subsequent chapter

Chapter No.	Title	Summary of Content
1	Introduction	Presents the idea of Human Resource Analytics (HRA), why it is becoming even more important for organizations today, and why HR decisions are increasingly expected to be analytics-based. The chapter presents the background to HR analytics adoption, the statement of the problem in terms of limited socio-technical alignment and why it is important to consider performance outcomes in an integrated manner.
2	Review of Related Literature	Summarizes literature on the adoption of HR analytics, individual and organization-level antecedents, and performance implications. The chapter integrates the existing empirical findings of HRM performance, organizational performance, and individual performance by emphasizing the impact analytics capabilities, perceived benefits and data quality.
3	Research Gaps and Theoretical Framework	Highlights the gaps in current research, notably that of lacking a socio-technical view on HR analytics studies. The chapter presents Socio-Technical Systems (STS) Theory as the theoretical basis and shows how self-coordinated social-technical system with joint optimization of social and technical sub-systems is extended to the proposed framework.
4	Objectives of the Study	Describes the study it aims at: investigating individual and organizational factors that affect HRA adoption, appraising effects of HRA adoption on performance consequences, and scrutinizing the moderating roles of perceived benefits and data quality.
5	Hypotheses of the Study	Derive testable hypotheses from the theory and literature review. The hypotheses relate to antecedents' association with HRA adoption, HRA adoption and performance distance, the moderating effects of perceived benefits and data quality of HR information.

Chapter No.	Title	Summary of Content
6	Research Model	Illustrates the proposed model of relationships of exogenous, moderating constructs to adoption and performance variables. The chapter graphically and conceptually illustrates the STS grounded model paying off on previous empirical work.
7	Research Design and Methodology	Target Population, Data Collection Methods Sampling Technique Measuring Instrument and Research Design It explains the population of interest, how data were collected, sampling method used and measuring device put in place and the type of design. This chapter describes the methodology to be utilized to test the proposed model and hypotheses based on socio-technical research principles.
8	Data Analysis and Interpretation	Analyzes assembled data in protocols by using suitable statistical methodologies. The findings on HRA adoption, moderating effect and performance consequences and the proposed hypotheses are discussed.
9	Discussion, Conclusions, and Recommendations	Interprets the findings in relation to study objectives, theoretical perspectives and STS theory. Main results, theoretical and managerial implications, study limitations, and directions for future research and organizational practice bring the chapter to its conclusion.

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Researcher: SNIGDHA Registration Number: MRUMCJN012K220028

Supervisor: DR. ANIMESH SINGH Department: SCHOOL OF BUSINESS

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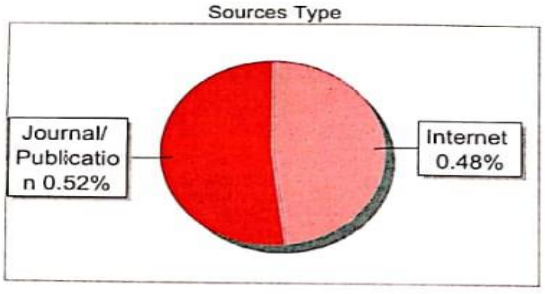

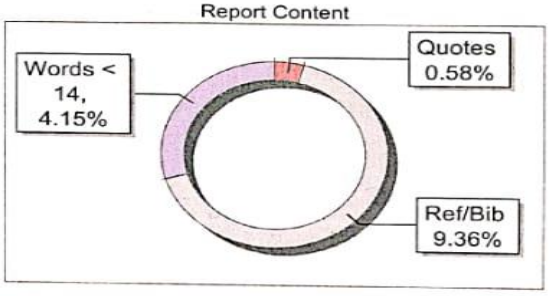

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Impact of Human Resource Analytics Adoption on Organizational Performance

SHORT SYNOPSIS

to

Manav Rachna University

by

Snigdha

Registration No.
MRUMCDNO12K220028

Under the supervision of

Dr. Animesh Singh

Professor, Manav Rachna University
Department of Business
School of Business

Year 2026

ABSTRACT

Human Resource Analytics (HRA) is very valuable tool for the organizations that wish to transition from traditional intuition-based HR practices to modern empirical based Human Resource spend management activities. Some authors maintain that the application of HRA makes HRM significantly or somewhat better enabling it for strategic work force deployment and utilization such that the organization's flexibility improves (and therefore its competitiveness) in a

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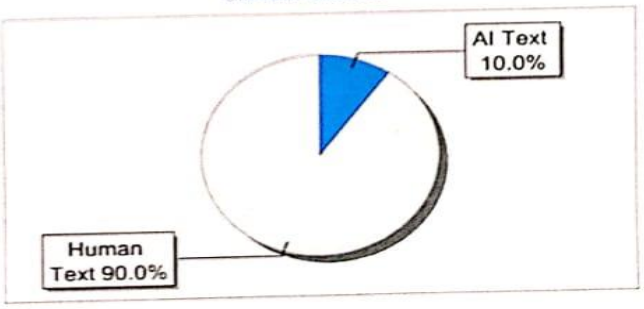

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